

[Note: The following pages contain Themes and Goals from the North Idaho College 2008-2013 Five-Year Strategic Plan. The Plan is reviewed and updated regularly. The Objectives and Action Items shown below are current as of the December 2010 Progress Report Update. Completed Objectives and Action Items are not included. NIC's Outcomes are SBOE's Performance Measures. NIC's Performance Measures are SBOE's Benchmarks.]

North Idaho College Strategic Plan Themes, Goals, and Objectives

VISION STATEMENT

North Idaho College will be...

- * A comprehensive community college, a regional leader in an integrated education system, and a catalyst for positive change.
- * A student-centered institution that embraces innovation and flexibility in response to community needs.
- * The first choice of students seeking an accessible and affordable quality education.
- * A caring, supportive learning community where the principles of equality are modeled and promoted.
- * An institution dedicated to scholarship, personal growth, and lifelong learning.

MISSION STATEMENT

North Idaho College is committed to student success, teaching excellence, and lifelong learning. As a comprehensive community college, North Idaho College provides quality educational opportunities that expand human potential and enhance the quality of life for the students and the communities it serves.

KEY EXTERNAL FACTORS

- * Enrollment Growth
- * Revenue - Property Taxes
- * Revenue - General Fund and PTE cuts
- * Economic Climate
- * Pay Comparability

THEME I: PROGRAMS

Goal: Create program schedules that maximize the use of available facilities, and take advantage of new and alternative facilities as appropriate.

Objective: Develop scheduling alternatives to maximize room utilization.

Action Item: Appoint a task force to look at room utilization based on instructor needs/desires (such as room size and technology requirements) for room assignments.

Outcome: Make best use of our available classroom space

Performance Measure: Classrooms and technology match the needs/desires of the instructor

Action Item: Establish an internal policy for the use of shared resources between PTE and WFT to include facilities, equipment, and faculty.

Outcome: A policy for shared use of facilities, equipment, and faculty that provides equity for all parties.

Performance Measure: Document that can be used by PTE and WFT to clearly define the roles and responsibilities of all parties.

Objective: Explore facility use within business and industry as appropriate.

Action Item: Contract with interested businesses to offer training/courses at their site.

Outcome: Offer off-site training

Performance Measure: Contracted training, credit or non-credit, offered to at least one business at their facility

Objective: Explore off-campus sites within the service area.

Action Item: Explore creation of a larger Coeur d'Alene Tribal Educational Institute in Plummer as a site for offering NIC and UI classes.

Outcome: Work with Tribe members and UI staff to plan and design a new facility to house the Educational Institute and to be built and financed by the Tribe

Performance Measure: Institute designed by Summer 2009

Goal: Expand and improve alternative delivery of education.

Objective: Expand course offerings at the NIC Outreach Centers and other off-campus sites.

Action Item: Continue discussions with the Silver Valley Economic Development group regarding offering Trade & Industry

programs in the Silver Valley.

Outcome: Develop a schedule for offering programs in Kellogg and Wallace

Performance Measure: Two programs ready to offer by Fall 2010

Goal: Improve and expand educational opportunities, programs, and courses for the student population and community.

Objective: Expand program offerings, and accelerate the implementation of new professional-technical and workforce training at NIC that meet the needs of students, business, and industry.

Action Item: Determine the appropriate standardized class size for each NIC course.

Outcome: Established criteria used to determine the appropriate class size, based on common practice pedagogy, for each NIC course.

Performance Measure: An established template which identifies the standardized class size/cap.

Action Item: Facilitate the use of the learning module system with every credit class offered.

Outcome: Every class offered at NIC has a minimum web-enhance capability.

Performance Measure: Percent of NIC classes connected to the e-Learning module system.

Action Item: Find additional space for delivery of enrollment rich PTE programs.

Outcome: Partnerships with outside agencies or business which allow for NIC instruction of enrollment rich PTE programs off campus.

Performance Measure: Number of additional spaces found and utilized for delivery of PTE classes.

Objective: Increase awareness of and access to college education and workforce training opportunities for ABE/GED students.

Action Item: Increase the number of ABE/GED students who enroll in PTE programs.

Outcome: Market/promote the PTE programs at the ABE/GED Center on a monthly basis

Performance Measure: A 10% increase in the number of ABE/GED students who enroll in PTE programs during Fall 2009

Action Item: Increase the number of ABE/GED students who enroll in Workforce Training courses

Outcome: Market/promote Workforce Training opportunities at the ABE/GED Center on a monthly basis

Performance Measure: A 10% increase in the number of ABE/GED students who enroll in Workforce Training courses during Fall 2009

Action Item: Meet and/or surpass the new and more rigorous State of Idaho performance standards regarding student completion rates, transition to post-secondary education, GED acquisition, and employment.

Outcome: ABE/GED student performance tracked, analyzed and measured against the Idaho Measurement and Accountability System to ensure goal attainment.

Performance Measure: Student performance exceeds state performance goals as set by the ABE State Director.

THEME II: STUDENT SUPPORT

Goal: Implement initiatives to increase student success.

Objective: Develop a system to assist potential students with financial planning for costs associated with attending NIC.

Action Item: Establish a link between the Bookstore and Financial Aid to better service students purchasing books with financial aid.

Outcome: The bookstore will have real-time information they need to allow students to charge against their financial aid.

Performance Measure: The process to charge books against aid for students will be streamlined.

Objective: Develop technology-based student services.

Action Item: Develop a process for section wait-listing.

Outcome: Wait-list process will be utilized.

Performance Measure: Students will actively use the wait-list process.

Action Item: Section wait-listing

Outcome: Developed system

Performance Measure: System in place

Goal: Improve student access.

Objective: Develop a system to assist potential students with financial planning for costs associated with attending NIC.

Action Item: Develop job description for a "Financial Planner"

Outcome: Completed JD

Performance Measure: See above

Action Item: Educate parents and prospective students about resources available on NIC's website for their use when researching the cost of attending college.

Outcome: Parents and students will be better informed and prepared.

Performance Measure: Fewer students will be unprepared for paying for their college education.

Objective: Improve ability to receive financial aid in outreach areas.

Action Item: Improve financial aid education to the outreach centers staff and students.

Outcome: Increased awareness of financial aid options by outreach students and outreach center staff.

Performance Measure: Increased awareness of financial aid options by outreach students and outreach center staff.

Objective: Improve collaboration with high school career guidance counselors to provide improved career exploration, advising, and dual credit registration based on unique student interests, aptitudes, and abilities.

Action Item: Implement ideas developed by team.

Outcome: Assigned project managers with appropriate due dates for implementation

Performance Measure: Reports due by project managers detailing progress

Action Item: Meet weekly to discuss issues and develop strategies.

Outcome: Organize a meeting with stakeholders outlying goals and possible outcomes.

Performance Measure: Documentation that team met and made progress

Goal: Improve student communications

Objective: Develop technology-based student services.

Action Item: Develop and implement student transcript tracking and processing.

Outcome: Student's ability to get transcripts from NIC will be enhanced.

Performance Measure: This process will be technology based.

Action Item: Improve web based transfer information.

Outcome: Students and advisors will have easier access to transfer information.

Performance Measure: Students and advisors will utilize the web to research transfer information.

Objective: Identify and develop appropriate recruitment strategies for targeted populations.

Action Item: Expand social networking through student activities.

Outcome: Students will be more aware of available activities and programs.

Performance Measure: Increased student participation in activities and

programs.

Action Item: Research instant messaging and social media avenues as recruitment tools.

Outcome: Increased communication with targeted population.

Performance Measure: Increased interactions with the college by targeted population.

Objective: Implement a student email system.

Action Item: Develop an advertising campaign for students about their NIC email and portal accounts.

Outcome: NIC will primarily communicate with students via email and/or portal.

Performance Measure: Increased use of student email and portal and increased paperless processing.

Objective: Increase Advisor-Student interactions.

Action Item: Develop an advising syllabus with learning outcomes.

Outcome: Available to all advisors

Performance Measure: Successful distribution of syllabus

THEME III: COLLEGE COMMUNICATIONS AND CLIMATE

Goal: **Attract and retain high quality employees.**

Objective: Create plan to address employee turnover.

Action Item: Create succession plan for key positions within organization to identify impact of loss, probability of loss, and bench strength for key positions.

Outcome: Planned control of succession management

Performance Measure: Plan created, bench strength identified, potential successors identified for key positions and development plans established

Action Item: Identify ongoing turnover rates among employee groups and identify potential causes of turnover through surveys, exit interviews, and other analyses.

Outcome: Improved Retention

Performance Measure: Baseline turnover data will be established and used as benchmark for future efforts

Action Item: Increase mentoring and developmental opportunities for internal candidates to prepare for promotional opportunities created by turnover.

Outcome: Greater bench strength established for all key positions in current incumbents and potential successors

Performance Measure: Formal mentoring program developed for key positions and potential successors; Professional development program developed for key positions and potential successors

Objective: Define and develop a comprehensive hiring process and provide training to all hiring managers and participants on effective hiring strategies.

Action Item: Review and revise hiring practices to ensure compliance and ease of hiring best candidates.

Outcome: Increased legal compliance and quality of hire, reduced turnover

Performance Measure: New hiring practices established; New hiring practices communicated marketing campaign developed that permeates all communication among current and potential employees

Objective: Develop a comprehensive recruitment strategy to attract highly qualified and diverse

candidates.

Action Item: Develop strategic recruitment and hiring strategy that incorporates advertising, marketing and other recruitment efforts to attract high quality and diverse candidates.

Outcome: Improved Recruitment

Performance Measure: Comprehensive plan developed; Measure types and breadth of advertising venues for positions; # applicants, diversity of applicants; Hiring metrics (time to hire)

Action Item: Implement an internal branding campaign to focus on positive elements of working for NIC.

Outcome: Improved Recruitment & Retention

Performance Measure: New internal and external employment marketing campaign developed that permeates all communication among current and potential employees

Objective: Implement a comprehensive orientation process to improve integration and retention of new employees.

Action Item: Develop new online and multimedia tools to provide better information, orientation, and training to potential and new employees to enhance on-boarding experience.

Outcome: Improved integration of new employees; reduced turnover of new hires

Performance Measure: New orientation completed/available

Action Item: Establish a passport tool for new employees to ensure effective orientation through the first six months of employment.

Outcome: Improved integration of new employees; reduced turnover of new hires

Performance Measure: New orientation completed/available

Objective: Improve upon total rewards offered to employees.

Action Item: Review compensation practices to identify improvements in faculty compensation programs.

Outcome: Ensure appropriateness of pay structure

Performance Measure: Job analysis and evaluation complete; Work with faculty group(s) to assess current structure and

appropriateness; presentation of recommended changes to President's Cabinet for review; adoption as approved

Action Item: Review compensation practices to identify improvements in staff compensation programs.

Outcome: Internal/External equity components in plan; ensure appropriateness of pay structure

Performance Measure: Job analysis and evaluation complete; internal equity structure established for jobs; comprehensive market survey completed; alignment/restructuring of pay grades as appropriate; presentation of recommended changes to President's Cabinet for review; adopt

Goal: Further develop opportunities for professional development.

Objective: Create additional faculty development programs and opportunities.

Action Item: Develop faculty development program to promote further professional and academic development of faculty.

Outcome: Enhanced opportunities for ongoing faculty development to enhance quality in classroom

Performance Measure: Number of faculty development opportunities; number of faculty development hours

Action Item: Integrate faculty development into faculty evaluation tools.

Outcome: Increased accountability for ongoing development and improved classroom quality

Performance Measure: Creation of faculty development evaluation tool that incorporates professional development

Objective: Establish an internal leadership institute program.

Action Item: Develop curriculum for new program to provide employees with the opportunity to prepare for future leadership roles. Offer program at least once during FY09.

Outcome: Improved competencies of supervisors, greater consistency and compliance in policy administration and execution, improved employee relations, greater management effectiveness, and reduced risk

Performance Measure: Number of course offerings, number of attendees, and percentage of all managers trained

Objective: Implement executive development program to enhance the capability of senior leaders.

Action Item: Develop format of executive development strategies with President and incorporate into executive performance expectations for coming year.

Outcome: Improved competencies of executives, and greater ability to adapt and innovate

Performance Measure: Creation of executive development strategy, and development activities per year by executives

Goal: Improve organizational and inter-departmental communications.

Objective: Create tools and opportunities for communication among employees, students, managers, and leaders.

Action Item: Conduct an employee opinion survey as a follow up to the 2008 survey to evaluate progress in key areas.

Outcome: Improved input from employees regarding NIC, and greater awareness of issues affecting NIC; Assessment of progress to improve previously identified issues and opportunities

Performance Measure: Assessment comparison of 2007 to 2008 results to determine progress in measured areas

Action Item: Increase awareness of employee access to "open door" policy to managers and leaders throughout the organization.

Outcome: Improved input from employees regarding NIC, and greater access to managers and leaders

Performance Measure: Awareness messages and strategy developed

THEME IV: FINANCE AND FUNDING

Goal: **Align budget with strategic plan.**

Objective: Document how the budget addresses the priorities of the strategic plan.

Action Item: In the preparation of the budget for each upcoming year, have each respective Vice President document how the budget is conforming to the Strategic Plan in their particular area.

Outcome: Document of conformation is prepared

Performance Measure: Review documents presented in the budgeting process to document conformance of the budget to the Strategic Plan

Objective: Ensure that the strategic plan is addressed in the budget and at the Board of Trustee's meetings.

Action Item: The President's Cabinet will review the Strategic Plan each year at the start, middle, and end of the budgeting process. Discuss the completion of objectives and changes to the plan as necessary.

Outcome: Review of plan is made

Performance Measure: Review the minutes and agenda for appropriate discussion on the Strategic Plan

Goal: **Pursue expanded funding opportunities through NIC Foundation for student success, faculty-staff support, facility development, and program development.**

Objective: Develop and implement a more comprehensive annual giving campaign to expand resources for priority needs.

Action Item: Continue to expand the Annual Giving Campaign

Outcome: Successful fundraising and strengthened relationships

Performance Measure: Total dollars raised and relationships built

Action Item: Continue to work closely with the employee steering committee to expand on the tailored plan for NIC designed to build awareness and increase participation in giving opportunities.

Outcome: Expanded culture of philanthropy by NIC employees.

Performance Measure: Increased participation and support.

Objective: Provide appropriate support for future college expansion and special initiatives.

Action Item: Pursue expanded funding for priority needs.

Outcome: Successful fundraising and strengthened relationships

Performance Measure: Total dollars raised and relationships built

Goal: Pursue opportunities for alternative funding sources.

Objective: Build partnerships and collaborative relationships with business and industry.

Action Item: The college will join JobsPlus and the Manufacturer's Consortium as well as becoming more active in the Coeur d'Alene Chamber of Commerce.

Outcome: Membership in JobsPlus and Manufacturer's Consortium

Performance Measure: Each year the Board of Trustees will include as part of their evaluation of the President, the campus involvement to ensure adequacy. Memberships in community events will be evaluated annually by the President.

Objective: Expand total external private and federal grant applications for targeted college priority needs.

Action Item: Increase campus involvement in grants development.

Outcome: Greater number of NIC administrators, faculty, and staff taking a leadership role in the grant-seeking process

Performance Measure: Greater number of departments/divisions participating in pursuit of external funding requests which requires willingness to develop concepts/ideas and providing the expertise necessary to support grant-seeking process

Action Item: Increase targeted requests for grant sources such as: Title III, Part A-Strengthening Institutions; TRIO (SSS, EOC, Talent Search); NSF Programs (ATE, CCLI, STEP, S-STEM, etc.); other federal and private grants.

Outcome: Enhanced fiscal resources for programs and services

Performance Measure: Increased total number of requests sought and overall success rate

Objective: Seek federal and state special appropriations for suitable college priority activities and programs.

Action Item: Actively seek federal appropriation requests.

Outcome: Enhanced fiscal resources for programs and services and elevated awareness about North Idaho College with Idaho's federal delegation

Performance Measure: Number of requests sought and success in securing support

Action Item: As requests are prepared for special or routine appropriations, review each with the President's Cabinet and as appropriate with the Board of Trustees. Prepare priorities as appropriate.

Outcome: Review is performed

Performance Measure: Within the month proposed, discuss each appropriations request with the appropriate administrative or governing body. Conform with guidelines regarding submission and content.

THEME V: COLLEGE IMAGE AND RELATIONS

Goal: Enhance community perception of NIC among targeted groups.

Objective: Develop strategies to involve community members in NIC activities and events.

Action Item: Continue current process of promoting events and activities.

Outcome: Promote NIC events and activities

Performance Measure: None

Action Item: Continue the "Be Our Guest" program.

Outcome: Provide "Be Our Guest" passes

Performance Measure: More attendance at NIC events.

Action Item: Continue to send annual events list and season guest pass to targeted populations.

Outcome: Targeted populations receives passes to NIC events.

Performance Measure: Increased attendance at NIC events.

Objective: Promote the value of NIC and the credentials and expertise of the faculty to the community.

Action Item: Obtain and utilize testimonials from current students, graduates, and faculty in marketing campaign and on the NIC website to promote how NIC has impacted them.

Outcome: Prospective students hear from those impacted by NIC.

Performance Measure: None

Action Item: Promote and publicize community service projects and activities involving students, faculty, and staff.

Outcome: More community involvement

Performance Measure: None

Action Item: Promote the job placement rate and salary information of NIC Professional-Technical graduates (this report is already done by the PTE Division).

Outcome: Information promoted

Performance Measure: Press release, clippings

Goal: **Promote awareness and recruitment through a strong marketing campaign.**

Objective: Develop a comprehensive branding and marketing plan.

Action Item: Incorporate and coordinate NIC and IdahoGoes teams marketing strategies and resources to maximize effectiveness and combined purchasing power.

Outcome: Maximize effectiveness

Performance Measure: None

Objective: Improve the marketing strategies that facilitate a potential student's interest in professional-technical programs.

Action Item: Continue supporting Hardhats, Hammers and Hot Dogs initiative, Fall NIC Tech Tour and other marketing activities.

Outcome: Opportunity to advertise these events to the public.

Performance Measure: None

Action Item: Create a PTWE webpage that is easily accessible, information rich, and inclusive of all aspects of PTWE.

Outcome: Getting more information out to the public about PTWE.

Performance Measure: None

Action Item: Explore the potential for a dedicated PTWE newsletter.

Outcome: PTWE information readily available

Performance Measure: None

Action Item: Produce feature stories when possible on news and successes within PTWE programs.

Outcome: Personal stories about PTWE programs available to promote programs.

Performance Measure: None

Action Item: Work with PTWE leadership and staff to create a PTWE specific presentation to be used in conjunction with community speaking opportunities.

Outcome: Ability to have PTWE information for the public at speaking engagements.

Performance Measure: None.

Objective: Market four-year degree opportunities that exist via relationships with partner

institutions.

Action Item: Conduct a workshop for identified NIC frontline staff involving University of Idaho and Lewis-Clark State College officials to familiarize NIC staff with available programming in North Idaho.

Outcome: Workshop conducted

Performance Measure: Participation at workshop

Action Item: Coordinate with partner institutions on a one-a-year public information event promoting cooperative programs.

Outcome: More information to the public about schools.

Performance Measure: None

Action Item: Coordinate with partner institutions on an annual public information event promoting cooperative programs.

Outcome: Events scheduled and held

Performance Measure: Attendance at events, increased awareness of cooperative programs

Action Item: Marketing representatives from partner schools' North Idaho branches will meet periodically to coordinate strategies for marketing purposes.

Outcome: Collaborate marketing strategies.

Performance Measure: None

THEME VI: DIVERSITY & HUMAN RIGHTS

Goal:	Promote diversity and human rights, including respect for all elements of the college.
Objective:	Develop a comprehensive employee diversity initiative focused on improving awareness and inclusion throughout the campus.
<i>Action Item:</i>	<i>Develop hiring practices and strategies that attract applicants who reflect global diversity.</i>
<i>Outcome:</i>	<i>Increased awareness and inclusion among employees and managers, and increased access to diverse candidates for improved hiring effectiveness</i>
<i>Performance Measure:</i>	<i>Formalized diversity initiative developed by Human Resources</i>

<i>Action Item:</i>	<i>Incorporate diversity awareness, inclusion and education in formal training provided to employees.</i>
<i>Outcome:</i>	<i>Increased awareness and inclusion among employees and managers, and increased legal compliance regarding areas of diversity and protected classes</i>
<i>Performance Measure:</i>	<i>Number of facilitated events relating to training</i>

<i>Action Item:</i>	<i>Update the college Affirmative Action Plan / Program to ensure legal compliance.</i>
<i>Outcome:</i>	<i>Up-to-date Affirmative Action Plan compliant with OFCCP standards and state/federal regulations</i>
<i>Performance Measure:</i>	<i>Completed document that outlines all related data, action plans, and other applicable components of a bona fide Affirmative Action plan</i>

Objective:	Explore international educational opportunities for students, faculty and staff.
<i>Action Item:</i>	<i>Develop Study Abroad resources.</i>
<i>Outcome:</i>	<i>Designated person and resources for study abroad info</i>
<i>Performance Measure:</i>	<i>Materials and person in place</i>

<i>Action Item:</i>	<i>Explore opportunities for faculty.</i>
<i>Outcome:</i>	<i>Catalog of opportunities for faculty exchange</i>
<i>Performance Measure:</i>	<i>Document available to faculty</i>

<i>Action Item:</i>	<i>Explore opportunities for staff.</i>
<i>Outcome:</i>	<i>Identify opportunities offered internally and externally</i>

for staff to gain greater exposure to education related to global and international relations that will enhance diversity, inclusion and awareness throughout the campus.

Performance Measure: Number of sponsored events with an international focus for staff development and education

Objective: Promote cross-cultural understanding, diversity, and human rights in the curriculum.

Action Item: Identify themes that classes / curriculum should incorporate.

Outcome: Collection of appropriate and available diversity and human rights competencies

Performance Measure: Established catalog of competencies available to faculty

Objective: Reflect NIC's commitment to diversity and human rights in extra-curricular activities and events.

Action Item: Develop and maintain diversity training for faculty and staff.

Outcome: An ongoing training program will be in place.

Performance Measure: Staff and faculty training will be tracked.

Action Item: Develop faculty/staff advising & support group for Spanish speaking students

Outcome: Group developed

Performance Measure: Group becomes connected with Spanish speaking students

Action Item: Develop multi-cultural community guide

Outcome: Guide will be developed and distributed to appropriate groups.

Performance Measure: Guide developed, maintained, and distributed.

THEME VII: PHYSICAL RESOURCES

Goal: Advance the campus infrastructure with regards to technology and safety.

Objective: Assess campus safety practices and implement necessary improvements.

Action Item: Improve network security via collaboration and best practice adoption.

Outcome: Enhanced security of records and other official information.

Performance Measure: A roster of defined best practices for improving network access and other security. Improvements to the VLAN and DNS architecture. Preparation to integrate an intrusion detection / prevention system (IDS/IPS) when funding becomes available.

Action Item: Improve network security.

Outcome: Improved network and systems security via consultation, best practice adoption, software acquisition and standards creation.

Performance Measure: A network intrusion detection and prevention device will be acquired. Network traffic will be monitored to ensure that both records and traffic are secure for all purposes. Policy development regarding information security will be undertaken.

Objective: Enhance online student support and education services.

Action Item: Bring all qualifying NIC classrooms to the minimum information technology standard using ARRA stimulus funding.

Outcome: Improved instructional delivery to 45 classrooms.

Performance Measure: Plan outlining the qualifying classrooms. Completion of rooms with available funding.

Action Item: Develop a plan for equipment replacement.

Outcome: Develop plan addressing equipment replacement in classrooms with faculty input and institutional funding.

Performance Measure: A comprehensive plan for standardizing all classrooms will be prepared. Plans and funding requests will be reviewed by faculty.
